

Economy



Statement of Request for Results

Team Members

Leader: Marc Nelson, Economic Development
Co-Leader: Dustin Jackson, Real Estate Valuation
Members: Aisha Johnson, City Manager's Office
Tom Schaaff, Facilities Management
Dorothy Hoskins, Finance
R. B. Lawhorn, Management & Budget

Priority Statement

Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community, recognizing our role in both the regional and global economies.

Summary of Priority

Roanoke is the economic center of the region. In order for the City of Roanoke to thrive, local government must develop policies and partnerships that enhance the level of economic activity. The four economic pillars consist of human capital investment, asset development, asset promotion, and business development.

Human Capital Investment

Human capital investment signifies the “human component” of economic development defined as the relationships between businesses, workforce, and our general population. Our requests for results seek to invoke or improve the following desired outcomes:

Job growth is defined as increasing the number of net new jobs in the City of Roanoke by retaining existing jobs, assisting with the expansion of existing businesses, attracting new businesses, and creating new jobs through entrepreneurial development.

Job opportunity awareness is improving the overall awareness of the opportunities that exist within the community, specifically between workforce gatekeeper organizations, employers seeking particular skill sets, employees seeking jobs that match their skill set, or employees seeking new skills.

Retaining and attracting people encompasses the health of the community, its businesses, and its workforce to ensure the vibrancy of the City of Roanoke and the region.

Higher wage jobs will result in a higher median wage and standard of living. Higher incomes encourage increased spending on local goods and services which contributes to a vibrant business community and provide adequate revenue for city services.

Asset Development

Asset development is defined as a public strategy that builds upon existing natural, cultural, structural or leadership strengths to create a positive environment that can support wealth creation opportunities for our community.

Strategic programming is the alignment of these assets with collaborative economic development efforts to retain and attract targeted business sectors that will result in robust job growth and capital investment in Roanoke.

Vibrant places is a strategy to strengthen those places and institutions with the power to attract and hold people and business, define local cultural heritage, draw tourists, and catalyze economic growth.

University collaboration is a strategy of government/ university partnership that enhances economic development by increasing the size, diversity of skills and productivity of the labor force. Local and regional collaborations will stabilize regional economies, attract and retain private investment and stimulate intellectual and economic growth.

Business Development

Business Development is defined as specific actions, tools, policies, and programs implemented by the City and other partner economic development organizations that will create the most *business friendly environment* possible. Our request for results seeks to generate these outcomes:

Responsive government process is the superior ability to induce business development because of a superior ability to respond to prospective new businesses, relocations, and expansions with access to resources such as land, buildings, incentives, information, and infrastructure improvements.

Regional partnering is the development of partnerships with others having mutual interest in business development in our region and promotes an environment where development *anywhere* within our region is beneficial to *all* in our region.

A premier business environment is defined by the appropriate and effective use of incentive programs to build resources and maximize usage of land while maintaining competitive tax structures that provide adequate revenue for city services and encourage vigorous business growth.

Attractions and tourism is defined as leveraging assets and attractions to bring people to the region to visit and experience Roanoke and spend money.

Asset Promotion

Asset promotion is a comprehensive marketing strategy that facilitates effective communication to citizens and others in order to inform, influence decision making, and build brand awareness.

Information accessibility is defined as providing easily obtainable information about the benefits of living, visiting, and doing business in Roanoke.

Brand awareness and effective marketing is a set of strategies that communicate the value of our assets.

Trusted, confident, and consistent leadership ensures that citizens can depend on accurate information, direction, and transparent government processes.

Indicators

Indicator 1: Annual tax base

Measure 1: Changes over time in various tax streams including real estate values, sales tax receipts, business/professional/occupational licenses (BPOL), admissions receipts, prepared food and beverage tax, and transient occupancy tax as provided by the Department of Finance.

Indicator 2: Workforce development

Measure 1: Net job growth as measured in changes over time in employment statistics available from the Virginia Employment Commission.

Measure 2: Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

Measure 3: Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.

Measure 4: Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.

Measure 5: Local unemployment rate

Indicator 3: Residential, commercial & industrial real estate market

Measure 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

Measure 2: Number & dollar value of building permits issued.

Measure 3: Number & dollar value of residential real estate sales.

Measure 4: Number & dollar value of commercial real estate sales.

Indicator 4: Tourism

Measure 1: Number of hotel stays in the City of Roanoke.

Measure 2: Number of hotel rooms available

Measure 3: Hotel room vacancy rate

Indicator 5: Market & Brand awareness

Measure 1: Increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.

Purchasing Strategies

We will give preference to offers that:

1. Emphasizes collaborative efforts within city government and with outside agencies;
2. Demonstrates innovation and effective management of resources;
3. Provides a holistic and integrated approach to business development, asset development, and investment in human capital; and
4. Promotes Roanoke with a multifaceted communication and marketing strategy.

Statement of Request for Offers

We seek offers that will cultivate a thriving business environment through attraction, retention, incubation, and expansion of enterprise and by fostering innovative workforce opportunities to ensure the prosperity of our community.

We are seeking offers that provide services for Human Capital Investment.

More specifically we are looking for offers that:

1. Evolves strategies to attract, retain, expand and continuously improve a global competitive citizen workforce.
2. Supports entrepreneurial skill development with emphasis on innovation and creativity.
3. Build Partnerships with business and other agencies to provide Roanoke's youth with access to education, training and apprenticeship opportunities.
4. Engages and networks with organizations and businesses throughout the region and state to direct influence upon workforce issues, programs and policies.
5. Expands the range and amount of employment opportunities available to city residents.
6. Promotes job growth and economic vitality through retention, expansion, attraction and creation of businesses.
7. Targets job opportunities available to the need of our current and future workforce.

We are seeking offers that promote Asset Development.

More specifically we are looking for offers that:

1. Improves the public realm and accessibility around existing cultural institutions.
2. Builds creative community hubs that will bring artists, entrepreneurs and organizations to provide programming to Roanoke's vibrant and emerging places.
3. Encourages high quality amenity anchors that support increased retail activity.

4. Provides a comprehensive alternative transportation plan that addresses Roanoke's growing and diverse transit needs.
5. Partners with business and community to beautify neighborhoods.
6. Stimulates private development of downtown housing with various price points.
7. Encourages revitalization, vitality and differential character areas in the City.
8. Implements capital improvements that reflect economic development planning.
9. Seeks partnerships with higher education institutions to drive Roanoke's position in the global economy.
10. Targets capital and infrastructure projects that provides positive economic return for public funds invested.
11. Develops flexible parking management strategies to leverage opportunities for economic development.
12. Creates private sponsorship programs for transitional public spaces to leverage corporate sponsorships to improve safety, cleanliness, and usability of existing and future public spaces.
13. Evaluates city-owned properties and develops guidelines for preservation or alternative uses.
14. Collaborates to improve physical connections and public realm surrounding the downtown business districts, educational campus and the Riverside Medical Park.
15. Identifies, catalogs and provides strategic recommendations toward asset improvements.
16. Develops, revitalizes and strengthens dynamic community centers.
17. Promote and strengthen collaborations which enhance our workforce, business and cultural communities.
18. Focuses resources on development of advanced technology industries through university collaboration and research and development.
19. Develops a technology transfer structure to bring university based research into commercially feasible ventures.

We are seeking offers that provide Business Development

More specifically we are looking for offers that:

1. Develops a comprehensive economic development strategy that enhances Roanoke's strategic advantages by focusing on key economic clusters.
2. Continues to improve Roanoke's business climate.
3. Coordinates and maximizes access to financial resources and technical assistance.
4. Enhances and grows the availability of incentives, enterprise zones, and specialty business districts to current and new businesses.
5. Fosters entrepreneurial development and business to business expansions.
6. Takes leadership roles in regional planning and economic development actions to create a diversified business base in the Roanoke metropolitan area.
7. Fosters world-class customer service for citizens and companies doing business in the City of Roanoke through consistent, efficient, timely and reliable government practices, processes and regulations to ensure a premier business environment.
8. Utilizes and analyzes appropriate initiatives in conducting rigorous retention, expansion and attraction activities.
9. Continues to enhance Roanoke Regional position in cultural tourism business and outdoor attractions.

We are seeking offers that provide for Asset Promotion.

More specifically we are looking for offers that:

1. Provides internal marketing programs an effective advertising work plans and an external public relations work plans.
2. Promotes and maximizes City of Roanoke brand image.
3. Promotes confidence in government by communicating internally and externally the policies, practices, and decision perspectives of city leaders.
4. Consistently and cohesively promotes the unique, strategic advantages of the City of Roanoke globally through multiple media platforms and evolving technologies for the purposes of attracting people and businesses.

ECONOMY

1. Annual Tax Base

MEASURE 1:

Changes over time in various tax streams including real estate values, sales receipts, business personal property value, admissions receipts, prepared food and beverage sales, and occupancy receipts as provided by the department of finance.

	<u>FY2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>% Change</u>
Real Estate Value	\$6,794,772,298	\$6,725,168,858	\$6,679,969,872	-0.67%
Sales Tax Receipts	\$19,147,211	\$19,437,336	\$19,236,561	-1.03%
Business/Professional/Occupational Licenses (BPOL)	\$12,238,455	\$12,550,814	\$12,812,877	2.09%
Admissions Receipts	\$443,932	\$417,015	\$439,693	5.44%
Prepared Food and Beverage Tax*	\$17,216,380	\$12,874,902	\$13,225,652	2.72%
Transient Occupancy Tax	\$2,983,586	\$3,391,403	\$3,874,018	14.23%

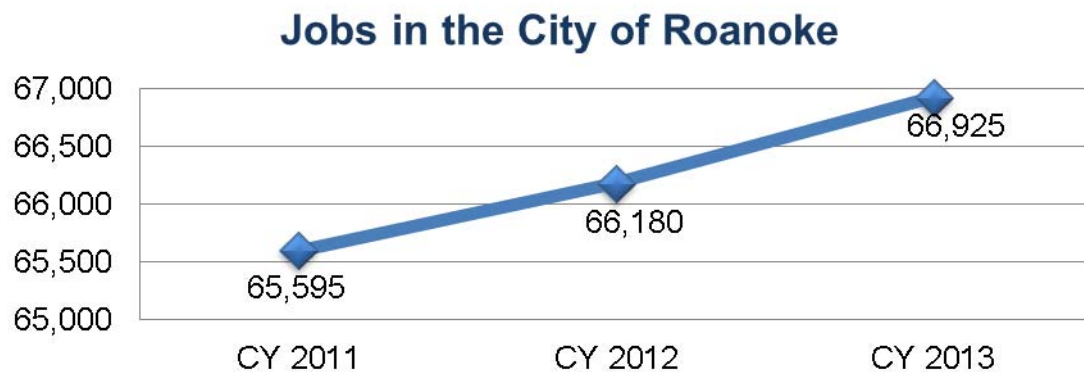
Comments:

* Prepared Food and Beverage Tax decreases due to expiration of two year 2% increase in the "Eat for Education" program.

2. Workforce Development

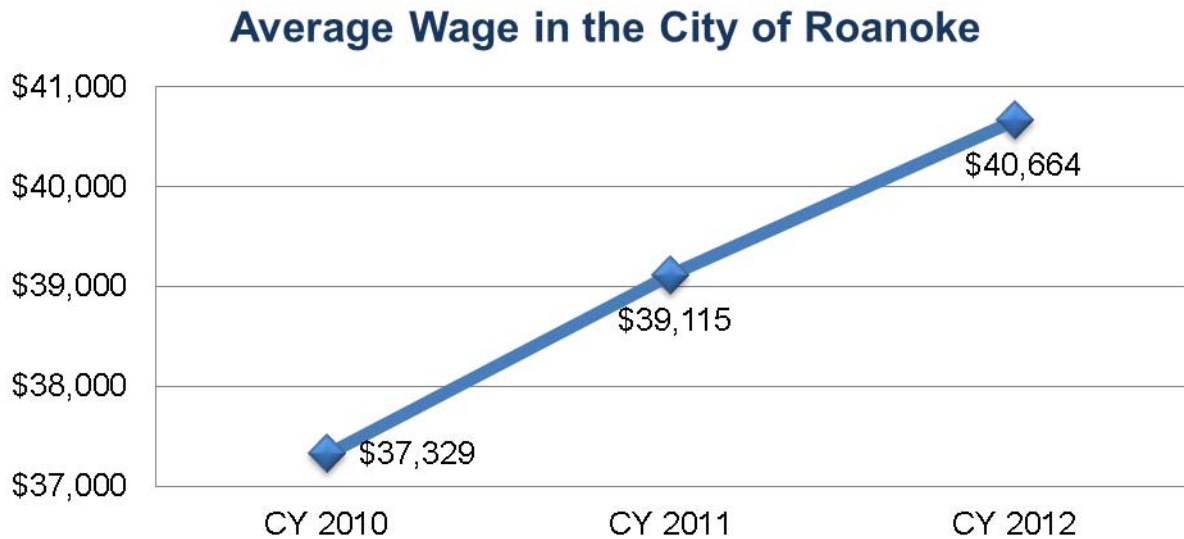
MEASURE 1:

Changes over time in employment statistics available from the Virginia Employment Commission.



MEASURE 2:

Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

**MEASURE 3:**

Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.

CY 2013

50,681

MEASURE 4:

Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.

CY 2013

23,533

3. Residential, Commercial, and Industrial Real Estate Market

MEASURE 1:

Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

CY 2012

91% occupied

CY 2013

90% occupied

CY 2014

90% occupied

MEASURE 2:**Number of building permits issued**

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Building Permits	1,227	1,263	1,268
Mechanical, Electrical, and Plumbing Permits	1,055	1,209	1,194

MEASURE 3:**Residential and Multi-Family Real Estate Sales**

<u>CY 2011</u>	<u>CY 2012</u>	<u>CY 2013</u>
584	639	778

MEASURE 4:**Commercial Real Estate Sales**

<u>CY 2011</u>	<u>CY 2012</u>	<u>CY 2013</u>
25	39	27

4. Tourism**MEASURE 1:****Number of hotel stays in the City of Roanoke**

<u>FY 2013</u>	<u>FY 2014</u>
581,821	600,006

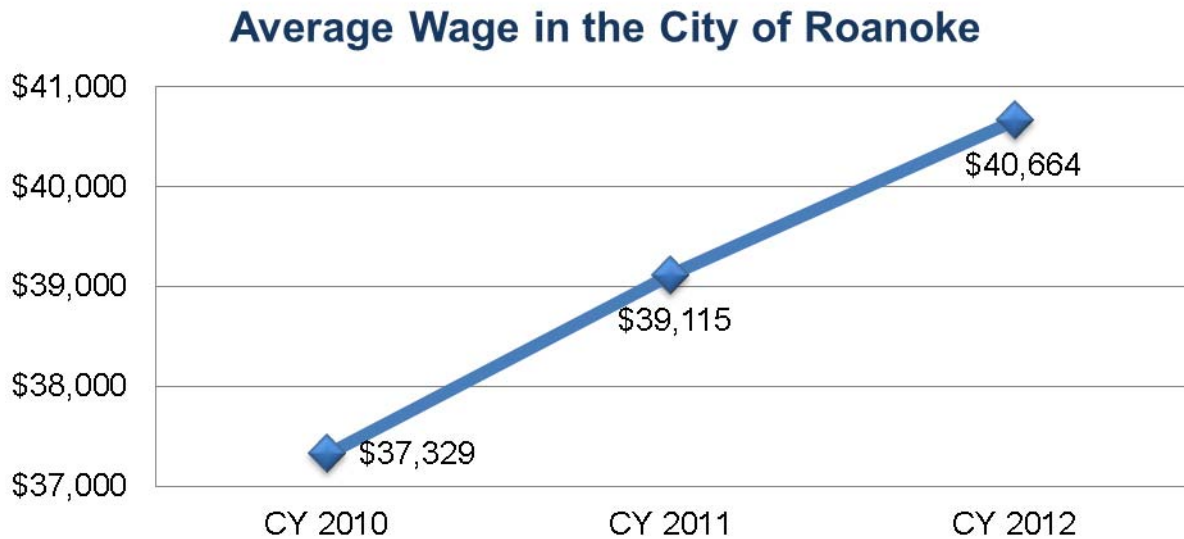
5. Market & Brand Awareness**MEASURE 1:**

This indicator will be measured by an increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.

<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
112%	39%	41%

MEASURE 2:

Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

**MEASURE 3:**

Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.

CY 2013

50,681

MEASURE 4:

Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.

CY 2013

23,533

3. Residential, Commercial, and Industrial Real Estate Market

MEASURE 1:

Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

CY 2012

91% occupied

CY 2013

90% occupied

CY 2014

90% occupied

MEASURE 2:
Number of building permits issued

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Building Permits	1,227	1,263	1,268
Mechanical, Electrical, and Plumbing Permits	1,055	1,209	1,194

MEASURE 3:
Residential and Multi-Family Real Estate Sales

<u>CY 2011</u>	<u>CY 2012</u>	<u>CY 2013</u>
584	639	778

MEASURE 4:
Commercial Real Estate Sales

<u>CY 2011</u>	<u>CY 2012</u>	<u>CY 2013</u>
25	39	27

4. Tourism

MEASURE 1:
Number of hotel stays in the City of Roanoke

<u>FY 2013</u>	<u>FY 2014</u>
581,821	600,006

5. Market & Brand Awareness

MEASURE 1:
This indicator will be measured by an increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.

<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
112%	39%	41%

ECONOMY			
DEPARTMENT	OFFER	RANK	OFFER TOTAL
Economic Development	Business & Workforce Development	1	\$996,433
Economic Development	Asset Development for the Economy	2	\$106,387
Economic Development	Asset Promotion for Economic Development	3	\$66,088
Economic Development	Asset Development for Economy & Education-Roanoke Arts Commission	4	\$26,158
Economic Development	Percent (%) for the Arts	5	\$17,923
Outside Agency	Center in the Square		\$285,760
Outside Agency	City of Salem -- NCAA Championships		\$2,880
Outside Agency	Convention and Visitors Bureau		\$1,600,125
Outside Agency	Market Building Support		\$300,000
Outside Agency	Miss Virginia Pageant		\$9,600
Outside Agency	Roanoke Arts Commission		\$269,220
Outside Agency	Roanoke Regional Partnership		\$214,750
Outside Agency	Roanoke Regional Small Business Development Center		\$10,000
Outside Agency	Roanoke Valley Sister Cities		\$10,800
Outside Agency	Roanoke Valley Transportation Planning Organization		\$14,837

Economy

Offer Executive Summary

Offer: **Business and Workforce Development**
 Dept: Economic Development
 Outcome: Premier Business Environment

Rank: 1
 Factor: Business Development
 Existing

Executive Summary:

The Department of Economic Development offers to provide business development services specifically designed for the retention and expansion of existing businesses; the offer also addresses business attraction and creation activities to foster emerging small businesses and entrepreneurial enterprises.

The health and vitality of the City is inexorably linked to the health and vitality of our business community. The revenues generated from a healthy business environment are major sources of revenue with which the city operates. These businesses employ our citizens, generate new job growth, and are major drivers of investment throughout the city and region. As such, the central goal of economic development is to provide our constant attention to this community to identify, assess and resolve issues to ensure their continued success and growth and to facilitate in the creation of new businesses which evolve to meet the demand in the marketplace both locally and globally.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Annual dollar increase in investment; investments for this measure include real estate and business personal property	\$25,000,000	\$25,000,000	\$69,342,000
Number of business contacts and visits per year	200	225	202
Number of new jobs created, recorded, and verified	225	225	240

Seller/Owner: 8120 - Economic Development

Offer: **Asset Development for the Economy**
 Dept: Economic Development
 Outcome: Vibrant Places

Rank: 2
 Factor: Asset Development
 Existing

Executive Summary:

Redevelopment and the measured and recorded success of these "asset" areas is an integral facet of economic development. The Special Project Coordinator works closely with city administration and the business and developer community to help create a vibrant and diverse city. In doing so, the Coordinator serves as the project manager and one-stop point of contact for developers, city departments, contractors and citizens on both long and short term projects some of which include: The Bridges, Huff Lane School, former YMCA and the Market Garage/Hotel. The Special Projects Coordinator also plays a vital role in crafting and monitoring the City's numerous performance agreements to ensure the accurate and timely management of the City's valuable financial resources.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Percent increase in taxable revenue of specified asset areas.	25%	25%	30.5%
Percent increase in the number of jobs within an asset/revitalization project area.	10%	10%	0%

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer: **Asset Promotion for Economic Development**
Dept: Economic Development
Outcome: Brand Awareness & Effective Marketing

Rank: 3
Factor: Asset Promotion
Existing

Executive Summary:

The Department of Economic Development offer is to continue to provide a comprehensive communications strategy that includes focused branding outreach to promote the City of Roanoke and the greater Roanoke region. To better represent the City of Roanoke in local, regional, and global marketing/branding outreach efforts and to ensure efforts are making impressions on audiences (business and individuals), we will better define, catalog, and market the assets of the City of Roanoke. In addition we will assist other agencies and organizations to promote our combined assets in a cohesive and well coordinated manner and to do so over all appropriate multimedia platforms.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Number of meetings annually with each major external agency.	2 meetings	2 meetings	2
Number of meetings with HRCC to ensure we're leveraging the City's brand effectively	2 meetings	2 meetings	2

Seller/Owner: 8120 - Economic Development

Offer: **Asset Development for Economy and Education – Roanoke Arts Commission**
Dept: Economic Development
Outcome: Vibrant Places

Rank: 4
Factor: Asset Development
Existing

Executive Summary:

According to city code the Roanoke Arts Commission (RAC) "shall assist and advise city council on matters relating to the advancement of arts and humanities within the city." The RAC is currently working on implementing the City's arts and cultural plan adopted by Council in August, 2011. The RAC is also responsible for the implementation of the Public Art Plan which was adopted as part of the city's comprehensive plan in 2006 by overseeing the care and maintenance of the collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC is overseeing the Parks and Arts Program. The RAC also vets applications for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. The RAC often works with other agencies to plan and support projects that enrich arts education in the schools.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Number of pieces of public art installed	8	8	17
Percent implementation of the Community Arts & Cultural plan.	20%	33%	25%
Percent of site visits to funded organizations completed annually	100%	100%	100%

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer:	Percent (%) for the Arts	Rank: 5
Dept:	Economic Development	Factor: Asset Development
Outcome:	Vibrant Places	Existing

Executive Summary:

The Public Art Plan was adopted as part of the city's comprehensive plan in 2006. The arts and culture Coordinator oversees the care and maintenance of the current collection and administers the process of commissioning new public art projects under the Percent for Art Ordinance.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Number of pieces of public art installed	8	8	17
Number of pieces of public art to receive maintenance	5	5	3

Seller/Owner: 8120 - Economic Development

Offer:	Center in the Square	Rank:
Dept:	City Manager	Factor: Asset Development
Outcome:	Vibrant Places	Existing

Executive Summary:

Center in the Square is proud to be one of the Roanoke Valley's greatest success stories. Founded by community leaders with vision, Center inspired growth within the region's core cultural organizations and awakened a new era of vibrancy in downtown Roanoke. Ongoing operational support from the City of Roanoke is essential to its success. Each operational dollar for Center creates programming, sponsorship, and facility growth opportunities multiplied through its beneficiary organizations. The City's support is an essential leverage force in securing all of the Center's donated revenue.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Total number of attendees visiting the Center	255,000	60,000	254,260

Seller/Owner: 7220 - Affiliations & Contributions

Offer:	City of Salem - NCAA Championships	Rank:
Dept:	City Manager	Factor: Business Development
Outcome:	Attractions & Tourism	Existing

Executive Summary:

In order to entice various events to the Roanoke region and the economic impact that comes with hosting these events, it is important to support them to help offset costs by the event's organizers. NCAA Championship Games held in Salem are a great asset to the community and the return on investment for these funds provided is significant.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
The event is held in the Roanoke Region	Yes	Yes	Yes

Seller/Owner: 7220 - Affiliations & Contributions

Economy

Offer Executive Summary

Offer: **Convention and Visitors Bureau**
Dept: City Manager
Outcome: Brand Awareness & Effective Marketing

Rank:
Factor: Asset Promotion
Existing

Executive Summary:

Establishing the City of Roanoke and the Roanoke Valley as a visitor destination is essential to the community's future. The Roanoke Valley Convention and Visitors Bureau (RVCVB) is responsible for building the consumer brand image for the City of Roanoke and the Roanoke Valley. The City of Roanoke, as the largest metro area in western Virginia, is in the best position to establish this image and the economic development agenda for the region.

The Roanoke Valley Convention & Visitor Bureau (RVCVB) exists to generate maximum economic impact for the City of Roanoke and Virginia's Blue Ridge economy. Our Business is to positively impact the ECONOMY.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Dollars generated in direct media coverage	\$675,000	N/A	N/A
Total qualified sales leads	52	40	51
Total web/mobile unique visitor traffic and fulfilled inquiries count	475,000	200,000	433,076

Seller/Owner: 7220 - Affiliations & Contributions

Offer: **Market Building Support**
Dept: Management and Budget
Outcome: Vibrant Places

Rank:
Factor: Asset Development
Existing

Executive Summary:

The City of Roanoke is contractually obligated to provide a financial support to the Market Building should it be necessary.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Payment of Market Building Subsidy	Yes	Yes	N/A

Seller/Owner: 1212 - Management and Budget

Offer: **Miss Virginia Pageant**
Dept: City Manager
Outcome: Attractions & Tourism

Rank:
Factor: Business Development
Existing

Executive Summary:

In order to entice various events to the Roanoke region and the economic impact that comes with hosting these events, it is important to support them to help offset costs by the event's organizers. The Miss Virginia Pageant is a great asset to the community and the return on investment for these funds provided is significant.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
The event is held in the Roanoke Region	Yes	Yes	Yes

Seller/Owner: 7220 - Affiliations & Contributions

Economy

Offer Executive Summary

Offer: **Roanoke Arts Commission**
 Dept: Economic Development
 Outcome: Vibrant Places

Rank:
 Factor: Asset Development
 Existing

Executive Summary:

According to city code the Roanoke Arts Commission (RAC) "shall assist and advise city council on matters relating to the advancement of arts and humanities within the city." The RAC is currently working on implementing the City's arts and cultural plan adopted by Council in August, 2011. The RAC is also responsible for the implementation of the Public Art Plan which was adopted as part of the city's comprehensive plan in 2006 by overseeing the care and maintenance of the collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC is overseeing the Parks and Arts Program. The RAC also vets apps. for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. The funding requested in this offer is for the total subsidy that will be distributed to the agencies.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Percent implementation of the Community Arts and Culture plan.	20%	33%	N/A

Seller/Owner: 8120 - Economic Development

Offer: **Roanoke Regional Partnership**
 Dept: Economic Development
 Outcome: Regional Partnering

Rank:
 Factor: Business Development
 Existing

Executive Summary:

Roanoke Regional Partnership, through support of multiple governments, is the one-stop shop for companies seeking to locate or expand in the region. The Partnership speaks with one voice for the region to promote economic development. The Roanoke Regional Partnership is a public/private partnership utilizing funds from seven governments and 240 businesses to promote and sell the Roanoke Region as a desirable place to work, live, and invest.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Percent increase in activity with/from economic development gatekeepers	10%	10%	46%
Percentage increase in media impressions	20%	20%	41%
Percentage increase in participation in promotional events/activities	10%	10%	34%

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer:	Roanoke Regional Small Business Development Center	Rank:	
Dept:	City Manager	Factor:	Human Capital Investment
Outcome:	Job Growth		Existing

Executive Summary:

The mission of the RRSBDC is to promote small business creation, growth, and development by providing no cost professional business counseling, affordable training opportunities, and information resources. We assist existing businesses, individuals purchasing a business, not-for-profits, and aspiring business owners. We are able to offer these services at no or minimal cost due the support of sponsors.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Percent of participants served that are City of Roanoke residents	43%	37%	37%
Total number of participants served annually	210	230	194

Seller/Owner: 7220 - Affiliations & Contributions

Offer:	Roanoke Valley Sister Cities	Rank:	
Dept:	Management and Budget	Factor:	Business Development
Outcome:	Responsive Government Processes		Existing

Executive Summary:

In 2013, Roanoke Valley Sister Cities Inc. (RVSCI) will celebrate its 49th anniversary. We serve as an umbrella organization for 7 sister cities committees that pursue the goal of world peace through citizen diplomacy. By encouraging face-to-face and hand-to-hand contacts with people in other nations (7) on four continents, we can dispel stereotypes and bigotry; and we foster mutual respect and understand differences in person, cultures and traditions.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Percentage of business relationships developed with economic development agencies in the region.	75%	N/A	N/A
Reduce duplication of services by better aligning the missions of RVSC.	Yes	N/A	N/A

Seller/Owner: 1212 - Management and Budget

Offer:	Roanoke Valley Transportation Planning Organization	Rank:	
Dept:	City Manager	Factor:	Asset Development
Outcome:	Vibrant Places		New

Executive Summary:

This offer supports the Roanoke Valley Transportation Planning Organization. The TPO is the entity responsible for planning and budgeting the use of federal transportation dollars in the Roanoke region.

Performance Measures:

Measure Title	FY 2016 Target	FY 2015 Target	FY 2014 Actual
Pay annual dues as one of the local govt members of the RVTPO. (Yes/No)	Yes	N/A	N/A

Seller/Owner: 7220 - Affiliations & Contributions